

## Physician Group Practice Model Matrix

<b>Characteristics/Criteria</b>	<b>Tax-Exempt, Independent</b>	<b>Tax-Exempt, Hospital or Health System Owned</b>	<b>Faculty Group Practice</b>	<b>Taxable, Privately Owned</b>	<b>Taxable, Investor Owned</b>	<b>Taxable, Partially Owned by Strategic Investor</b>
<b>Board Control</b>	501(C)(3) Board - Physician Majority, Clinic Board - Physicians	System Board - Community, Clinic Board -Physicians	Regents of University, University and Dean	Physicians	Shared on business matters, physicians on clinical matters	Shared in part with strategic investor
<b>Education/Research</b>	Will vary with mission; can be high priority	Typically low priority	High priority; receive state and federal funds	Generally not a priority, but possible through related foundation	No	No
<b>Equity Opportunities for Physicians</b>	No, only after a	No, only after a	None	High	High	High
<b>Taxes</b>	No	No	No	Yes	Yes	Yes
<b>Access to Capital</b>	Generally limited to tax exempt bond market	Generally limited to tax exempt bond market buttressed by parent	Generally limited to tax exempt bond market, but enhanced by resources and credit rating of university	Taxable debt markets and opportunity for strategic investors	Taxable debt and equity markets	Taxable debt markets and strategic investor
<b>Types of Financing</b>	Debt/lease transactions	Debt/lease transactions	Debt/lease transactions	Private equity/debt/leases	Private equity/debt/leases - Maximum flexibility	Private equity/debt/leases
<b>Acquisition Currency</b>	Cash	Cash	Cash	Cash and private equity	Cash and public equity	Cash and private equity